

## Appendix B:

### General Descriptions of the Maturity Levels according to the Elements of Business Excellence

| No | Item                                   | Starting  | Progressing  | Mature  | Excellent  |
|----|--|---|--|---|--|
| 1  | Leadership and social responsibilities | Not all senior managers are committed to OE and those that are will probably not understand its full implications, with considerable variability in their knowledge of the subject (Dale & Lascelles, 2007). Rarely address and minimise a few negative environmental and community impact. Rarely monitor and plan in advance to meet regulatory and legal requirements; and identify a few potential risks associated with products, services and operations (BPIR, 2008a). | Senior managers initiate and support the implementation of OE (Saunders & Mann, 2007). 'Excellence culture' is starting to emerge (Dale & Lascelles, 2007). Sometimes address and minimise some of the negative environmental and community impact. Sometimes monitor, and plan in advance to meet regulatory and legal requirements; and identify some potential risks associated with products, services and operations (BPIR, 2008a). | OE is recognised by all managers as an important element of business success (Saunders & Mann, 2007). Major improvement programs and 'excellence culture' have been implemented (Dale & Lascelles, 2007). Usually address and minimise most of the negative environmental and community impact. Usually monitor and plan in advance to meet regulatory and legal requirements; and identify most potential risks associated with products, services and operations (BPIR, 2008a). | All managers at all levels promote and commit with OE implementation (Saunders & Mann, 2007). Dependability is emphasised throughout the organisation (Dale & Lascelles, 2007). Always address and minimise all the negative environmental and community impact. Always monitor and plan in advance to meet regulatory and legal requirements; and identify all potential risks associated with products, services and operations (BPIR, 2008a). |
| 2  | Strategy and policy                    | There is a stated policy of adopting OE (Saunders & Mann, 2007)   | A policy of deployment and problem solving infrastructure is in place, together with a robust and proactive quality system (Dale & Lascelles, 2007)  | All business plans are based on achieving leading industry performance as measured by OE assessments (Saunders & Mann, 2007)  | All business plans are based on achieving world-class performance as measured by OE assessments (Saunders & Mann, 2007)  |
| 3  | Customers                              | Aware the importance of customer relationships and market knowledge (Saunders & Mann, 2007). Relationships with customers are minimal.  | There is a process for capturing customer and market data and implementing performance measures for markets and customers (Saunders & Mann, 2007)  | Perceptions of key customers of organisational performance are surveyed and acted upon to drive improvement action (Dale & Lascelles, 2007)   | A database of customer and market information is fully integrated with all other business systems and is effectively used (Saunders & Mann, 2007). There is total willingness and inherent capability to predict and respond to changing market conditions and customers need and requirements (Dale & Lascelles, 2007)  |

| No | Item      | Starting  | Progressing   | Mature  | Excellent  |
|----|-----------|---|---|---|--|
| 4  | Processes | Continuous improvement effort is concentrated in a certain department (e.g. manufacturing / operation). The emphasis is on solving current rather than future problems (Dale & Lascelles, 2007) | There is a high degree of closed-loop error prevention through the control of basic production / operation and / or service processes. Process improvement activities exist throughout the organisation with people looking to improve activities within their own sphere of influence, on their own initiatives (Dale & Lascelles, 2007) | Organisation procedures and processes are efficient and responsive to stakeholders needs. Effective cross-functional management process and achieved process-stream improvements that are measurable (Dale & Lascelles, 2007) | Processes reviewed and continually improved. Innovation is accepted as the norm. Creative selection of benchmarking partners from outside industry in search for world class performance (Saunders & Mann, 2007). All key processes of the organisation are aligned / integrated to create common and shared objectives and to facilitate an environment conducive to improvement (Dale & Lascelles, 2007) |
| 5  | Workforce | Employees start concern about continuous improvement (Saunders & Mann, 2007)  | A long term and company-wide education and training programme are in place. Importance of employee involvement through a variety of departmental and cross-functional teams and other means is recognised, communicated and celebrated (Dale & Lascelles, 2007).  | All employees are involved in improvement. OE is viewed sincerely by all employees as a way of managing the organisation to satisfy and delight customers, both internal and external (Dale & Lascelles, 2007)                | All employees are able to identify leading practices and routinely propose ways of integrating their learning into their process. Each employee in the organisation is committed in an almost natural manner to seek opportunities for improvement to the mutual benefits of everyone and the organisation (Dale & Lascelles, 2007)  |

| No | Item                       | Starting  | Progressing  | Mature   | Excellent  |
|----|----------------------------|---|--|--|--|
| 6  | Partnerships and resources | Rarely work closely with suppliers / partners and when working with them it is usually to solve a problem. Rarely work together with suppliers / partners to add greater value to the customers (BPIR, 2008b). Data and information is rarely accurate, reliable, secure, relevant, and/or current with business needs and direction in all areas. All the resources are rarely aligned with the policies and strategies of the organisation (BPIR, 2008b). | Frequently work with the suppliers / partners but shared values are at odds or communication is strained. Sometimes work together with suppliers / partners to add greater value to the customers (BPIR, 2008b). Data and information is frequently accurate, reliable, secure, relevant and/or current with business needs and direction in all areas. All the resources are frequently aligned with the policies and strategies of the organisation (BPIR, 2008b). | Frequently work with the suppliers / partners so that both parties can continuously improve mutual performance, shared values are similar and there is a free flow of communication but this is confined to specific areas. Frequently work together with suppliers / partners to add greater value to the customers (BPIR, 2008b). Data and information is always accurate, reliable, secure, relevant and current with business needs and direction in all areas. All the resources are always aligned with the policies and strategies of the organisation (BPIR, 2008b). | Frequently work with the suppliers / partners so that both parties can continuously improve mutual performance, shared values are similar and there is a free flow of communication at all levels between the partners and significant knowledge sharing and the approach is reviewed for effectiveness. Always work together with suppliers / partners to add greater value to the customers and the approach is reviewed for effectiveness (BPIR, 2008b). Data and information is always accurate, reliable, secure, relevant, integrated and current with business needs and direction in all areas. All the resources are always aligned with the policies and strategies of the organisation. Approach is reviewed for effectiveness (BPIR, 2008b). |

## References

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